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October 19, 2007

TO: Each Supervisor

FROM: Bruce A. Chernof, M.D. 
Director and Chief Medical Officer

SUBJECT: **STATUS OF THE IMPLEMENTATION OF THE
CONTINGENCY SERVICES PLAN AT MARTIN LUTHER
KING, JR. – HARBOR HOSPITAL**

This is to provide your Board with the weekly report on the status of the Martin Luther King, Jr. - Multi-Service Ambulatory Care Center (MLK MACC), the impact of the closure of MLK-Harbor Hospital, and the progress of the plan to reopen MLK Hospital.

MLK MACC Service Indicators

Urgent Care

There were 475 total (adult and pediatric) urgent care visits in the week ending October 13, 2007 (Attachment I). This is an 8% increase from the prior week when 440 visits were provided.

There were 38 patients transferred out of the urgent care center to hospitals, primarily to Harbor-UCLA Medical Center, during the week ending October 13, 2007, compared to 36 patients the prior week. One of these transfers was initiated through a call to 9-1-1.

Outpatient Primary and Specialty Care Visits

The number of outpatient primary and specialty care visits has generally been level (Attachment I). The number of outpatient primary and specialty care visits for the week ending October 13, 2007, was 1,754. This is a 9% decrease from the prior week when 1,930 visits were provided. The number of visits was lower due to a holiday on October 8, 2007.

The Department will continue to monitor urgent, primary, and specialty care visits and will report on any trends.

Impacted Hospitals – Emergency Department Volume and 9-1-1 Transports

As reported previously, the Emergency Medical Services (EMS) Agency in collaboration with EMS field providers and surrounding hospitals redrew the ambulance services area to redirect 9-1-1 ambulances in an effective manner while limiting disruption to the EMS system to the greatest degree possible. Nine private "impacted" hospitals and were offered an agreement including reimbursement for uninsured 9-1-1 patients from the MLK geographical area

and priority for transfers into the County and MetroCare contract facilities. Additional funding was allocated for physician reimbursement of 9-1-1 and walk-in patients.

The EMS Agency continues to closely monitor redirected ambulance traffic. The average daily number of patients registered in the emergency departments (ED) of the impacted hospitals and the average daily number of 9-1-1 transports has generally remained level since the closure of MLK-Harbor Hospital. All impacted hospitals continue to report a sustained increase in ambulance traffic and the hospitals are generally reporting that their inpatient beds are busier than usual for this time of year.

The Department is working with the Hospital Association of Southern California (HASC) to set up a meeting with the nine impacted hospitals to review the operation of contracts and transfer of patients. In addition, they will discuss the meetings that DHS and the hospitals had in Sacramento providing information to the California Medical Assistance Commission (CMAC) staff and commissioners regarding the impact that the various ED/hospital closures and Medi-Cal reimbursement issues are having on the remaining South Los Angeles hospitals. HASC is coordinating this meeting, which is expected to occur within the next two weeks.

Emergency Department Volume

The nine impacted private hospitals have a total of 273 ED treatment stations. During the week ending October 13, 2007, a daily average of 1,147 patients registered in the EDs of the eight hospitals that have provided data each week (Attachment II). This reflects a 3% decrease from the daily average of 1,185 patients during the prior week. Harbor-UCLA Medical Center registered a daily average of 228 ED patients during the week ending October 13, compared to 203 the prior week. LAC+USC Medical Center registered a daily average of 424 patients during the week ending October 13, compared to 413 the prior week. This data is self-reported by the hospitals.

9-1-1 Transports

During the week ending October 13, 2007, there was a daily average of 231 9-1-1 transports to the eight impacted private hospitals that have provided data each week (Attachment II). This reflects a 3% decrease from the daily average of 237 9-1-1 transports during the prior week. Harbor-UCLA Medical Center had a daily average of 11 9-1-1 transports which is the same as the prior week and LAC+USC Medical Center had a daily average of 50 9-1-1 transports compared to 54 the prior week. This data is also self-reported by the hospitals.

EMS providers have reported an increase in 9-1-1 call volume, longer transport times to hospitals, and longer wait times at hospitals to transfer care to ED staff. The EMS Agency is working extensively with four EMS providers from the area (Compton, Downey, LA City and LA County Fire Departments), as well as private transporting ambulance companies, to discuss and evaluate the impact on the pre-hospital care system. Data to confirm the impact is being collected and analyzed and will be provided to your Board in a summary report next week. The EMS Agency Administrator on Duty is available and managing urgent hospital and EMS provider issues on a real-time basis, 24 hours per day.

2007-2008 Winter Cold and Flu Season

The winter season typically results in higher volume in EDs and greater demand for inpatient beds. The upcoming influenza and cold season could be especially challenging for the hospitals that have

been impacted by the closure of multiple hospitals in the South LA area. The following actions steps have been taken to prepare for the upcoming months:

- HASC has updated and distributed its annual white paper on "Recommended Management Actions to Prepare Hospitals for Overflow Situations, 2007-2008 Winter Season". HASC and the EMS Agency will discuss these recommendations at the HASC Emergency Health Services meeting on November 15, 2007.
- The EMS Agency has met with the Department of Public Health to discuss its annual Flu Season Campaign, including plans for public education.
- The Department is working with the EMS Commission and the EMS providers to discuss actions that can be taken by pre-hospital care providers to handle potentially increasing 9-1-1 workload during the upcoming months.

Harbor-UCLA Urgent Care Center

Harbor-UCLA Medical Center has submitted their proposal to expand the hours of Urgent Care provided at the hospital. It currently operates Monday through Friday from 8:00 a.m. to 11:00 p.m. Urgent Care patients who arrive when the Urgent Care clinic is closed are treated in the main ED. The Urgent Care clinic currently serves approximately 34,000 patients per year. The Urgent Care Clinic already had plans and budgetary authority to expand operations to Saturdays from 10:00 a.m. to 6:30 p.m. beginning on November, 1st.

An additional expansion proposal would expand Urgent Care to operate Saturdays and Sundays for 16 hours per day. This would allow urgent care level patients to be seen more quickly, and create the ability to serve 12,000 additional patients per year. This expansion should also reduce the number of patients seen in the Harbor ED and should reduce the number of patients who leave without being seen due to long wait times.

Over the next week, the Department will finalize this additional expansion proposal, discuss financing options with the Chief Executive Office, and bring forward a plan for your Board's approval.

Employee Mitigation and Transfer

As requested, a detailed report on employee mitigation and transfer, including financial implications, is being prepared will be submitted under separate cover early next week.

Progress to Re-open MLK-Harbor Hospital

On October 8, 2007, the Request for Solutions (RFS) to identify an operator to re-open MLK Hospital was officially posted on the Department's website and e-mailed to a group of prospective operators that contacted the Department and/or Hammes Company requesting to be on the distribution list for the RFS. The RFS was also distributed to three prospective operators identified and contacted via 5-signature letters by your Board, to inviting them to enter into preliminary discussions regarding their potential involvement with the re-opening of MLK. Six parties have expressed interest in further discussions, including three who submitted Letters of Intent in response to the RFS and the three that were sent letters by the Board of Supervisors. Three of the parties participated in site visits to MLK on October 17 and 18, 2007. Site visits for the remaining three are being scheduled.

Conclusion

I will continue to update you on the status of the MLK contingency services plan on a weekly basis. If you have any questions or need additional information, please let me know.

BAC:cb
708:004

Attachments

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

Los Angeles County Department of Health Services
MARTIN LUTHER KING, JR. - MULTI-SERVICE AMBULATORY CARE CENTER
 Urgent Care, Primary and Specialty Care Visits
 Week Ending October 13, 2007¹

Visit Type	8/11/2007	8/18/2007	8/25/2007	9/1/2007	9/8/2007	9/15/2007	9/22/2007	9/29/2007	10/6/2007	10/13/2007	Trend Indicator ²
Urgent Care ³	296	246	355	342	343	433	454	488	440	475	→
Primary and Specialty Care	1,867	2,050	2,036	2,017	1,535*	2,050	1,971	2,102	1,930	1,754**	↓

¹ Weekly statistics reflect activities beginning on Sunday 12:00 midnight and ending on Saturday 11:59 pm.

² Trend indicator is calculated by comparing current week to average of previous four weeks (unless otherwise adjusted). Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater.

³ Urgent care visits include pediatric and adult urgent care visits.

* Number of visits is lower due to holiday on 9/3/07. This number is not included in the calculation of the trend indicator.

** Number of visits is lower due to holiday on 10/8/07.

Los Angeles County Department of Health Services
SELF-REPORTED POLL OF HOSPITALS IMPACTED BY CLOSURE OF MLK-HARBOR HOSPITAL

Hospital	Average Daily Emergency Department (ED) Volume								Trend Indicator
	Week of 8/19/07- 8/25/07	Week of 8/26/07- 9/1/07	Week of 9/2/07- 9/8/07	Week of 9/9/07- 9/15/07	Week of 9/16/07- 9/22/07	Week of 9/23/07- 9/29/07	Week of 9/30/07- 10/6/07	Week of 10/7/07- 10/13/07	
California Hospital Medical Center: 26 Emergency Department Treatment Stations									
# of Patients Registered in the Emergency Department	172	172	177	163	168	168	169	164	→
# of 9-1-1 Transports	57	55	61	54	55	53	55	55	→
Centinela Freeman Regional Medical Center: 36 Emergency Department Treatment Stations									
# of Patients Registered in the Emergency Department	168	166	169	169	161	172	167	169	→
# of 9-1-1 Transports	54	55	59	57	55	60	58	55	→
Downey Regional Medical Center: 22 Emergency Department Treatment Stations									
# of Patients Registered in the Emergency Department	140	138	136	134	122	135	130	128	→
# of 9-1-1 Transports	25	27	21	24	22	24	23	21	↓
Kaiser Foundation - Bellflower: 45 Emergency Department Treatment Stations									
# of Patients Registered in the Emergency Department	228	233	249	209	234	231	259	239	→
# of 9-1-1 Transports	26	25	27	32	28	23	22	22	↓
Lakewood Regional Medical Center: 14 Emergency Department Treatment Stations									
# of Patients Registered in the Emergency Department	94	94	97	95	88	95	91	86	↓
# of 9-1-1 Transports	15	16	18	13	13	14	15	12	↓
Long Beach Memorial Medical Center: 53 Emergency Department Treatment Stations									
# of Patients Registered in the Emergency Department	233	227	*	*	*	*	235	248	*
# of 9-1-1 Transports	*	*	*	*	*	*	*	*	*
Memorial Hospital of Gardena: 10 Emergency Department Treatment Stations									
# of Patients Registered in the Emergency Department	83	75	85	82	81	84	88	83	→
# of 9-1-1 Transports	15	16	16	15	13	16	16	16	↑
St. Francis Medical Center: 39 Emergency Department Treatment Stations									
# of Patients Registered in the Emergency Department	179	170	191	174	163	171	170	167	→
# of 9-1-1 Transports	35	33	39	34	34	28	33	35	↑
White Memorial Medical Center: 28 Emergency Department Treatment Stations									
# of Patients Registered in the Emergency Department	114	114	120	114	109	112	111	111	→
# of 9-1-1 Transports	12	14	18	18	13	17	15	15	→
TOTAL**									
# of Patients Registered in the Emergency Department	1,178	1,162	1,224	1,140	1,126	1,168	1,185	1,147	→
# of 9-1-1 Transports	239	241	259	247	233	235	237	231	→
Harbor/UCLA Medical Center: 55 Emergency Department Treatment Stations									
# of Patients Registered in the Emergency Department	213	207	210	218	207	209	203	228	↑
# of 9-1-1 Transports	9	11	13	11	11	13	11	11	→
LAC+USC Medical Center: 72 Emergency Department Treatment Stations									
# of Patients Registered in the Emergency Department	432	419	405	420	417	416	413	424	→
# of 9-1-1 Transports	46	45	54	50	48	48	54	50	→

* Not reported/available

These numbers have been updated based on revised information.

¹Trend indicator is calculated by comparing current week to average of previous four weeks (unless otherwise adjusted): Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater. Trend indicator is reported for 8 hospitals where data is available.

²Due to hospitals not reporting data, the trend indicator for "Total" is calculated using 8 hospitals and excludes Long Beach Memorial Medical Center.